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DRAFT
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OPTION I

PROPOSAL FOR A

CIA SENIOR INTELLIGENCE SERVICE

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PROPOSAL FOR A CIA
SENIOR INTELLIGENCE SERVICE

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FORWARD

On 13 October 1978, President Carter signed the Civil Service Reform Act (CSRA) which was designed to improve the Federal Government's systems governing the hiring, training, rewarding and removal of Federal employees and enhance Government efficiency and balance management authority with employee protection.

Among the major features of the Act are a definition of merit principles governing all personnel practices in the Federal Government; protections against abuse of the merit system; incentives and rewards for good work and skilled management through new approaches to the management of executive level and senior (GS 13-15) supervisors and managers; and the institution of an independent and equitable appeals process.

Although CIA is excluded from most provisions of the CSRA, a careful review of the substance of the provisions of the Act led to the conclusion by top Agency management that the concepts and principles of Title IV, Senior Executive Service, offered attractive prospects for improving the effectiveness of the executive management system within CIA.

On 6 June 1979, agreement was reached at an Executive Committee meeting that the Agency should move ahead in developing its own version of the Reform Act's Senior Executive Service. On 11 June 1979, the DDCI instructed the Director of Personnel to focus effort on developing proposals on the design and implementation of a CIA Senior Intelligence

Service for institution by 1 January 1980. This CIA SIS will serve as the framework for revisions and expansions of the Agency's executive development program.

1. The Executive Development Program (EDP) will be established as a separate and distinct program from the Agency's Management Development Program (MDP). The EDP will be responsible for the management of executive development activities.

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SECTION I

BACKGROUND AND RATIONALE

A. Statutory Authority for a CIA Senior Intelligence Service

The DCI's authority to establish a CIA Senior Intelligence Service is contained in Title 50, U.S.C.A., Section 403j.

B. Rationale for Establishing a Senior Intelligence Service Within CIA

CIA's exemption from the Civil Service Reform Act's Senior Executive Service was based upon Congressional recognition of the unique duties, responsibilities and authorities of the Director of Central Intelligence as defined in Title 50, U.S.C.A., Section 403.

The principles and concepts of the Reform Act's Senior Executive Service provisions are essentially sound. Adoption by the Agency of these principles, particularly the linkage of the evaluation of performance on the job to determinations of basic salary and opportunities for additional performance compensation for excellence of performance, offer excellent prospects for improving the effectiveness of the Agency executive management system.

SECTION II

PURPOSES AND PRINCIPLES OF THE CIA SENIOR INTELLIGENCE SERVICE

A. Purposes of the CIA SIS

1. To ensure that CIA's executive management is of the highest quality and fully responsive to the needs, policies, and goals of the Nation.
2 - To provide the DCI with a continuing mechanism to develop equitable personnel management practices for the Agency's senior level personnel monitoring policy implementation and evaluation.
2. To develop and maintain a highly motivated and competent group of individuals capable of filling the senior level positions of CIA and providing the type of quality performance needed for the continued success of the Agency in fulfilling its missions and functions.
3. To provide for a compensation system, including salaries, benefits and incentives, and for other conditions of employment designed to attract and retain highly competent senior executives.
4. To provide for the systematic development of highly competent candidates for entry into the CIA SIS and the continuing development of executive personnel already members of the CIA SIS.

B. Principles of the CIA SIS

1. To establish an annual salary system for Agency senior level personnel (GS-16 and equivalent SPS through Executive Pay Level IV) on a merit basis that is directly related to an evaluation of actual performance on the job with due recognition of the differing demands and difficulty of positions of the same relative organizational level and differentiation between demands and performance in positions at different levels or organizational responsibilities.

2. To ensure that compensation, retention, and tenure are contingent on executive success which is measured on the basis of overall organizational and individual performance.
3. To assure that senior executives are accountable and responsible for the effectiveness and productivity of employees under their supervision.
4. To recognize exceptional accomplishment with timely and tangible performance awards.
5. The principles of equal opportunity will be applied to all aspects of the CIA Senior Intelligence Service, including executive reassignment, training and development, evaluation, compensation, and awards. Individuals seeking entry into the CIA SIS will be considered without regard to race, color, sex, religion, age, national origin, political affiliation, marital status, physical impairment or any other non-meritorious factor or consideration.
6. The CIA SIS will be operated in conformance with the merit principles as contained in Agency personnel regulations.

~~Establishment of the CIA Senior Intelligence Service will be conducted in accordance with the principles of merit, equality, and differentiation of reward.~~

SECTION III

OVERVIEW OF THE SCOPE, ORGANIZATIONAL STRUCTURES, PROGRAMMATIC ELEMENTS, AND SUB-SYSTEMS OF THE CIA SIS

A. Scope

The CIA SIS system is conceived to be a total personnel system for the management of all CIA (includes RMS and CTS) executive level (GS-16 and equivalent SPS through EP-IV) positions, allocation of authorized ceiling, and executive level personnel. All currently designated GS-16 and equivalent SPS through EP-IV positions and personnel will be redesignated with Senior Intelligence Service (SIS) identifiers SIS-I through SIS-V as appropriate to distinguish between levels of managerial and/or substantive responsibility.

The CIA SIS position and personnel structure will be managed and administered in three program-level segments:

(1) A Level I Program which will cover former Executive Pay Levels V and IV (redesignated SIS-IV and V) positions and officers.

(2) A Level II Program which will cover former GS-18 and equivalent SPS (redesignated SIS-III) positions and officers.

(3) A Level III Program which will cover former GS-16, GS-17, and equivalent level SPS (redesignated SIS-I and II) positions and officers.

B. Organizational Structures

1. Two committees -- a Senior Intelligence Service Advisory Committee and a Performance Review Committee will be established at the O/DDCI level to assist the DCI/DDCI in policy formulation and oversight over Agency-wide operation and implementation of the SIS programs.

2. Senior Resources Boards will be established in the O/DDCI and within the Career Services and ICS to carry out the SIS operating program.

C. Programmatic Elements of the CIA SIS

There will be four programmatic elements of the CIA SIS:

1. A position management and classification element which will provide for component managers to identify executive position requirements and determinations by position classification techniques, the number and level of SIS positions on the Agency Tables of Organization.

2. A membership element which will define the policies and procedures for admission to the CIA SIS, salary conversion rates, retention in the system, etc.

3. A ceiling allocation element which will provide for the management and distribution of authorized SIS ceiling allowances.

4. An Executive Development Program element to provide for the systematic selection and planned development through selective assignments and training of promising candidates from the "feeder groups" for possible future entry into the CIA SIS and programs to provide for the continuing development of executives already in the SIS system.

D. Sub-Systems of the CIA SIS

There will be seven sub-systems associated with the CIA SIS:

1. A performance appraisal system which will provide for the objective evaluation of executive performance against assigned individual and organizational objectives and provide the basis for determination of annual salary and performance awards, input for consideration for

promotion, employee development, assignment, retention and other administrative actions.

2. Funding, compensation and awards systems to provide the basis for the most effective and equitable use of basic salary flexibility provided by the CIA SIS; to establish policy and processes for granting incentive and performance awards and other emoluments (sabbatical leave accruals, etc.) for outstanding performance.

3. A competitive promotion system which provides for the advancement of the best qualified executives to higher levels of organizational responsibilities and increased compensation commensurate with advanced responsibility.

4. A system for administrative action, including removal from the SIS of members whose performance is determined to be below established performance standards.

5. A system to monitor and evaluate the effectiveness of the CIA SIS system and the executive development program.

6. An initial publicity and orientation system for prospective and actual members of the CIA SIS to inform them on all facets of the system with particular emphasis on performance appraisal and the compensation and award systems.

7. An information and regulatory system for publication of implementing regulations, handbooks and procedural guides on the CIA SIS system.

COMPOSITION AND FUNCTIONS OF THE ORGANIZATIONAL
STRUCTURES (COMMITTEES AND BOARDS) ESTABLISHED TO
MANAGE AND ADMINISTER THE CIA SIS OPERATING PROGRAMS

The CIA will be operated under the command direction of the DCI/DDCI with the advice and assistance of two committees -- a Senior Intelligence Service Advisory Committee (SISAC) and a Performance Review Committee (PRC).

The Level I Program (Executive Pay Level V and VI) will be administered directly by the DCI/DDCI. Administration and implementation of the Level II Program will be carried out by a Level II Senior Resources Board established in the O/DDCI. The Level III Program will be administered by Senior Resources Boards established in each of the CIA Career Services and the ICS.

Composition and functions of the O/DDCI committees and the Level II and Level III Program Career Service Boards are as follows:

1. Organizational Structures

a. Senior Intelligence Service Advisory Committee (SISAC)

The SISAC will consist of the Comptroller, the Inspector General and the Director of Personnel (who will chair the SISAC). The major functions of the SISAC are to:

- Assist and advise the DDCI in establishing Agency policy and uniform standards for the CIA SIS system.
- Make recommendations to the DDCI relative to the establishment of CIA SIS positions on the Agency Tables of Organization.
- Make recommendations to the DDCI relative to allocation of SIS ceiling allowances to the Career Services.

• On the basis of the review of performance appraisals, make recommendations to the DDCI on proposed annual salary level adjustments, performance awards, and promotions for Level III Program SIS members as recommended by the Heads of the Career Services and the Directors of RMS and CTS.

• Make recommendations to the DDCI relative to requests for certain other personnel actions (external appointments, adverse actions including recommendations for removal from the SIS, and terminations of employment).

(b) Performance Review Committee (PRC)

The Performance Review Committee will consist of the four Directorate Associate Deputy Directors, the Chairman of the "E" Career Service, a representative from the ICS, and the Director of Personnel. The Chairmanship of the PR Committee shall periodically rotate between its members. The primary functions of the PR Committee are to:

• Review annual performance appraisals of individual SIS members to ensure adherence to the concepts and intent of SIS appraisal policies and standards. Results of this review will be submitted to the DDCI through the SISAC.

• Review the results of the Office of Personnel's Personnel Management Evaluation Staff's annual evaluation of the CIA SIS operating program as carried out by the Career Services to ensure Agency-wide equity and conformity with Agency SIS policies and standards. Results of this annual review will be submitted to the DDCI.

(c) Level II O/DDCI Senior Resources Board

The Level II Senior Resources Board will be chaired by

the DDCI with the four Deputy Directors and the Directors of RMS and CTS as members. Primary functions of the Level II Senior Resources Board are to:

- Establish a systematized Executive Development Program for Level II officers in accordance with policy directives and uniform criteria and standards as prescribed by the DCI. This Executive Development Program will include the continuing professional development of grade GS-18 SIS members and identification and development through the Agency's Career Services of a pool of selected grade GS-17 officers as potential future candidates for GS-18 level assignments.
- Conduct an annual review of performance appraisals completed on GS-18 level SIS members and those GS-17 level SIS members who have been identified for professional development.
- Conduct at least annually comparative value rankings of GS-18 SIS officers and approve adjustments in annual salary level for the upcoming year and performance awards.
- When requested make recommendations to the DCI of possible candidates for advancement to EP-05 level.

(d) Level III Senior Resources Boards

Level III Senior Resources Boards, advisory to the Heads of Career Services will be established by the Heads of each Career Service and will consist of a chairman and senior Career Service officers who are members of the SIS. Primary functions of the Career Service Senior Resources Boards are to:

° Establish systematized Executive Development Programs for Level III officers in conformance with Agency policy directives and uniform criteria and standards as prescribed by the DCI. These Career Service Senior Officer Development Programs will provide for the selection and planned development through selective assignments and training of promising candidates from the grade GS 13-15 "feeder groups" for future entry into the CIA SIS and the continuing professional development of SIS members through grade GS-17. Those grade GS-17 officers identified by the Level II Senior Resources Board as having high potential for Level II positions (i.e., GS-18 level) will be provided developmental experiences (assignments and training) as prescribed by the Level II Senior Resources Board.

° Conduct an annual review of all performance appraisals completed by component supervisors of SIS members in the Career Service and the supervisory recommendations on upcoming year basic salary level and performance awards for each individual SIS member. Submit results of this review and recommendations to the DDCI's Senior Intelligence Service Advisory Committee.

° Conduct, at least annually, comparative value rankings of SIS officers by grade level group using Agency-wide uniform criteria and DDCI approved Career Service special criteria as a basis for these comparative rankings.

° Conduct, at least annually, competitive merit promotion exercises, using uniform Agency-wide promotion criteria and standards (and any special Career Service criteria and standards as approved by the DDCI).

PRINCIPLES AND PROCESSES OF THE PROGRAMMATIC ELEMENTS OF THE CIA SIS

A. Position Management and Classification

As of the date of implementation of the CIA SIS, all positions previously classified on the Agency Tables of Organizations at the GS-16, 17, 18, SPS and EP-V and IV level will be redesignated CIA SIS positions as follows:

<u>Previous Designation</u>	<u>New SIS Designation</u>	<u>Base</u>	<u>Salary Range</u>	<u>Maximum</u>
			<u>Mid</u>	
GS-16	SIS I	\$44,756	\$46,248	\$47,430
GS-17	SIS II	47,430	48,770	50,100
GS-18	SIS III	50,100	---	51,450
EP-V	SIS IV	51,450	---	---
EP-IV	SIS V	52,800	---	---

The number of CIA SIS members authorized within a Career Service and RMS/CTS will not exceed the number of SIS ceiling allocations established for each Career Service, RMS, and CTS by the DCI/DDCI.

Requests for the establishment of new SIS level positions or upgradings of existing SIS positions will be submitted by component managers to the Office of Personnel for audit and classification in accordance with policies and procedures as defined in Agency regulations.

OP/PMCD will institute modifications to their current methodology for the evaluation and classification of SIS positions. Such methodologies should be based on Factor Evaluation system concepts and while preserving component management's flexibilities to establish salary levels for

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individuals within a minimum and maximum "spread" within a graded position range will differentiate between salary level ranges for positions at different levels of responsibilities. Such differentiation is essential to retain equity and recognize distinctions between hierachial and substantive positions of different authority and responsibility (e.g., an Office Head vis-a-vis a subordinate Deputy Office Head and a Senior Analyst vis-a-vis subordinate level Senior Analyst). Additionally, without establishing defined parameters between authorized salary levels, the incentive for competitive promotion to more demanding levels of responsibility and commensurate increases in basic compensation will be seriously eroded.

B. Membership in the CIA SIS

CIA senior officers currently in grade levels GS-16, 17 and 18, SPS and EP-V and IV will automatically be eligible for membership in the CIA SIS upon the effective date of implementation of the system. No additional trial or training periods will be required for this group. In no instance will those eligible officers who accept initial membership lose compensation or benefits in the transition. Salary conversion for officers electing to become members of the CIA SIS will be as follows:

<u>Previous Designation</u>	<u>New SIS Designation</u>	<u>Base</u>	<u>Mid</u>	<u>Maximum</u>	<u>Conversion Salary Rates</u>
GS-16	SIS I	\$44,756	\$46,248	\$47,430 ⁵⁰⁰	GS-16's step 1 to base rate GS-16's step 2 to mid rate SPS as equivalent
GS-17	SIS II	\$47,430 ⁵⁰⁰	\$48,770	\$50,100	GS-16's step 3 to mid rate GS-16's step 4 & above to max rate GS-17's to max rate SPS as equivalent

<u>Previous Designation</u>	<u>New SIS Designation</u>	<u>Base</u>	<u>Mid</u>	<u>Maximum</u>	<u>Conversion Salary Rates</u>
GS-18	SIS III	\$50,100	---	\$51,450	All GS-18's to max rate
EP-V	SIS IV	\$51,450	---	---	All EP-V's
EP-IV	SIS V	\$52,800	---	---	All EP-IV's

For those who do not elect to accept membership in the CIA SIS, options for assignment to GS-15 status and positions, without loss of pay, will be made available.

After the date of implementation of the CIA SIS system, those officers who are accepted into the CIA SIS will be subject to a one-year probationary period where their performance will be evaluated. Fully satisfactory completion of the trial period will be required for continued membership in the CIA SIS. Less than fully satisfactory performance during the probationary period will require Career Service recommendations to the Performance Review Committee for further action (reduction to grade GS-15 level or separation from CIA employment if warranted).

C. Management of the CIA SIS Ceiling Allocation

As of the implementation date of the CIA SIS within the Agency, the number of SIS ceiling for each of the Career Services and RMS/CTS will equate to the number of SG and SPS allowances then currently allocated.

Subsequent adjustments to SIS Career Service and RMS/CTS ceiling allocations will be approved by the DDCI. Requests for increases in SIS ceiling allowances may be made by Heads of Career Services and the Directors of RMS and CTS together with a detailed presentation of programmatic and substantive justifications. Such requests will be

submitted to the DDCI through the SISAC which will review the requests and make recommendations to the DDCI for his consideration and decision.

D. Systematized Executive Development Programs

Development of the executive development programs will follow approval of the basic elements of the SIS system.

STAFFING AND PERSONNEL ALLOWANCES
The personnel allowances for the SIS system will be determined by the following factors:

- 1. Qualifications of the personnel required to support the SIS system.
- 2. Number of personnel required to support the SIS system.
- 3. Satisfactory completion of the SIS system.
- 4. Consideration of the DD-311 (Personnel Allowances) and DD-312 (Personnel Allowances for Executive Development Programs).
- 5. Recent experience of the personnel required to support the SIS system.
- 6. Reduction in personnel required to support the SIS system.
- 7. Reduction in personnel required to support the SIS system.

- 8. Budget of the SIS system, DD-311 (Personnel Allowances) and DD-312 (Personnel Allowances for Executive Development Programs) will be equated to the number of SIS and SIS Executive Development Programs.
- 9. Subsequent adjustments to SIS budget items, DD-311 (Personnel Allowances) and DD-312 (Personnel Allowances for Executive Development Programs) will be made to reflect changes in the SIS budget.
- 10. SIS budget allowances may be used to support the SIS Executive Development Programs.

SECTION VI

PRINCIPLES AND PROCESSES OF THE
SUB-SYSTEMS OF THE CIA SIS

A. Performance Appraisal System

1. General Policies and Procedures

(a) The performance of all members of the CIA SIS will be evaluated on an annual basis (with special reports as otherwise required) in accordance with published schedules for the completion of such evaluations.

(b) The CIA SIS performance appraisal system will utilize the standard performance appraisal format (Form 45) developed for the performance evaluation of all Agency employees. In addition to the general policies and principles applicable to the Agency's uniform performance appraisal system any specific policies, principles, standards and procedures established for the CIA SIS performance appraisal system will be followed in the evaluation of SIS members.

(c) All completed Performance Appraisal Reports will be forwarded by the rating supervisor together with a recommendation for the subsequent year's basic salary level and any performance awards for each rated individual through the reviewing officer to the Career Service

Senior Resources Board. The Head of Career Service, with the advice of the Career Service Senior Resources Board will approve the level of basic salary and performance awards for each SIS member to the DCI's *FORWARDED HIS / HER RECOMMENDATIONS ON LEVEL OF BASIC ANNUAL SALARY AND / OR ANNUAL SALARY AND PERFORMANCE AWARDS FOR EACH SIS MEMBER TO THE DCI'S PERFORMANCE REVIEW COMMITTEE FOR FINAL APPROVAL.*

(d) The Head of Career Service will forward copies of all

SIS Performance Appraisal Reports and basic salary level and performance

~~award determinations for each SIS member to the DDCI's Performance Review Committee for their review and information.~~

2. Specific Policies and Procedures

(a) Standards of Performance, Overall Performance Evaluation Ratings and Their Relationship to Compensation

• The overall performance evaluation on the annual Performance Appraisal Report (PAR) will have a direct bearing on the determination of the rated individual's basic annual salary level for the subsequent year and eligibility for consideration for performance awards.

• An overall performance evaluation rating of level 5, 6 or 7 will qualify an SIS member for consideration for an increase in basic annual salary within the salary range of his or her SIS position-level range and/or consideration for a performance award.

• An overall performance evaluation rating of level 4 will assure the rated SIS member of retention of their current basic salary level but will not qualify for consideration of any increase in basic annual salary nor for a performance award.

• An overall performance evaluation of level 3 will only assure the rated SIS member of retention of basic annual salary level for the initial subsequent year following a level 3 rating. SIS members in this category are required to be counselled by the Head of the Career Service and must participate in a remedial program developed by the Career Service to assist the individual in overcoming any deficiencies in his or her performance.

• Two successive annual overall performance ratings of level 3 or a single annual overall performance rating of level 2 or 1 require that the Head of Career Service refer the case to the DDCI's Performance Review Committee with a recommendation for administrative action (this can include retention in the SIS under closely observed probation for a definitive period of time; removal from the SIS and reduction to GS-13 level status and compensation; or termination from employment). The Performance Review Committee will review the case and add their recommendations to the DDCI to the administrative action to be taken.

(b) Addendum to the Annual Work Plan for CIA SIS Members

In addition to completion of the Annual Work Plan at the beginning of each annual evaluation period, a supplemental Statement of Understanding will be executed by the SIS member and the rating supervisor. This Statement of Understanding will inform the SIS member of the specific policies of the CIA SIS Performance Appraisal System as regards the standards of performance and the consequences of overall performance evaluation ratings on basic annual salary, eligibility for performance awards, consideration for future promotion and retention in the SIS and/or the Agency.

B. Funding, Compensation and Awards System

(TO BE DEVELOPED)

C. Competitive Promotion Into and Within the CIA SIS System

1. General

° Promotion to or within the SIS is defined as advancement from one grade level to a higher grade level. Increases in basic annual salary within the pay range scale of an SIS grade level based upon the review of each individual's annual performance appraisal is to be a performance salary increase and not a promotion.

° Individuals promoted into the SIS or advanced to higher level positions within the SIS must be assigned to SIS positions at their same grade level. In no case may an SIS member occupy a non-SIS position. Non-SIS members may, however, occupy an SIS position.

2. Annual Promotion Targets

a. SIS-I and II Level

In preparing their Annual Personnel Plan the Heads of the Career Services and the Directors of RMS and CTS will establish minimum annual promotion targets to SIS-I and to SIS-II.

b. SIS-II to SIS-III

The Level II Senior Resources Board will establish minimum annual promotion targets to SIS-III. Candidates for promotion to SIS-III will be solicited from the Level III Senior Resources Boards.

3. Competitive Evaluation for Promotion

° The Level II Program Senior Resources Board and each Level III Program Senior Resources Board will conduct competitive evaluations for promotion into or with the SIS at least once each

fiscal year to select the best qualified candidates for nomination to the DDCI for approval of entry into the SIS and for advancement within the SIS.

Such competitive evaluations for promotion will be based upon Agency-wide uniform criteria and any special criteria established for a Career Service approved by the DDCI.

4. Pay Relative to Promotion

a. Promotion from GS-15 to SIS-I

GS-15's promoted to SIS-I must be assigned to an SIS-I position with salary adjustments as follows:

(1) GS-15s in Steps 1 through 8

Basic annual salary upon promotion will be increased to the SIS-I pay scale (e.g., base, mid or maximum) that is closest to their current pay level.

(2) GS-15's in Steps 9 and 10

GS-15's in Step 9 and 10 currently paid the permissible maximum (\$47,500) authorized by Congress will be paid at the SIS-I maximum scale (\$47,500).

(3) SIS-I to SIS-II

SIS-I's promoted to SIS-II will have their basic annual salary increased to the appropriate pay scale (e.g., base, mid or maximum) of the SIS-II pay scale.

(4) SIS-II to SIS-III

SIS-II's promoted to SIS-III whose current annual salary level is at the SIS-II base or mid pay scale will have their

annual salaries increased to the SIS-III base (\$50,100). SIS-II's who were currently paid at the SIS-II maximum (\$50,100) pay scale will have their annual salary increased to the SIS-III maximum (\$51,450).

(5) SIS-III to SIS-IV

SIS-III officers promoted to SIS-IV level who are at the SIS-III base pay (\$50,100) will have their annual salary increased to SIS-IV pay (\$51,450). SIS-III officers at the SIS-III maximum pay level (\$51,450) will not have an increase in basic annual pay upon promotion to SIS-IV.

D. Administrative Action for SIS Performance Determined to be Below Established Standards

(TO BE DEVELOPED)

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E. Evaluation of the CIA SIS System (Includes the Executive Development Programs)

(TO BE DEVELOPED)

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F. Initial Publicity and Orientation (See Section E for Subsequent Executive Development)

1. Develop and publish a Senior Intelligence Service booklet summarizing major provisions of CIA program. This booklet is envisioned as containing general information for all interested employees, executive and otherwise.
2. Develop and publish a series of articles for the DDA Exchange covering the Senior Intelligence Service along with other Civil Service Reform Act provisions.
3. Script and produce a video tape and/or slide show directed specifically to prospective SIS members portraying the provisions and effects of the new system on them.
4. Orient SIS members on the content and application of the revised Performance Appraisal System in the SIS context.
5. Brief support elements (e.g., personnel, finance, and training officers) on the SIS and relate to their roles.
6. Write and publish Agency notices on various aspects of initiating the SIS and subsequent changes.

Longer range training and orientation for current and future executives is considered under the Executive Development Program (see Section E).

Note: The actual development for publication of these material cannot commence until details of the SIS program are approved.

(g) Development and Publication of Regulations, Handbooks, and Procedural Guides for the CIA SIS System

- Write regulations on the policy, structure, responsibilities, authorities and operating procedures of the CIA Senior Intelligence Service and coordinate as appropriate.
- Search existing regulations and procedures (e.g., finance, personnel) to recommend appropriate revisions or deletions and to insure that new regulations on SIS will not conflict.
- Develop handbooks and procedural guides on the operational details of the SIS for use by managers in administering the program and by support personnel in accomplishing the administrative details.

(NOTE: The actual development for publishing any of these materials cannot commence until the specifics of the SIS program are approved.)

revised Performance Appraisal Letter dated 11/11/81

1. Actual contract documents will be issued to the

officers of the SIS and taken to the CIA

and CIA Headquarters in Washington, D.C.

Implementation of SIS will be planned at

the earliest opportunity.

2. A comprehensive letter will be issued to all members of the SIS.

Note: The actual development for publishing any of these

contract documents will be

delayed